

The Twende Mbele  
Strategy on M&E  
institutionalisation  
@ national and  
subnational  
government



**TWENDE MBELE**



**African Evaluation Association**  
**Association Africaine d'Evaluation**

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# Outline of presentation



Introducing the rationale of the Strategy and keynote presenters



Highlights of country experiences with M&E institutionalisation



Presenting the Strategy

# Problem Statement and aims of the Strategy

- November 2023: workshop with 6 TM member governments to discuss experiences with M&E institutionalisation at various levels of government (methodology behind this Strategy).
- **Problem Statement:**
- Strategy seeks to address is the **challenge** of entrenching monitoring and evaluation evidence use **across government institutions**.
- Institutionalisation of M&E evidence-use is important because the intrinsic value of undertaking monitoring and evaluation is for the evidence to be **used** to learn what is working or not working regarding a development intervention, how to amplify good results, and likewise, how to address implementation challenges or adverse results.
- M&E institutionalisation is therefore an endeavour that is inclusive of behavioural change within public institutions, where the institutions and individuals view monitoring and evaluation as learning mechanisms rather than compliance tick-box exercises.

# Snapshot of country best practices and challenges with institutionalisation

Country	Best practices and innovations	Challenges and recommendations
Benin	<ul style="list-style-type: none"><li>• Revised M&amp;E Policy</li><li>• Revisions to National Evaluation Methodological Guideline</li><li>• 2024: legislation advocating for evaluation of public policies</li><li>• National evaluation association</li><li>• Biennial national evaluation conference</li><li>• Establishing digital repository of all development policies for ease of reference for evaluation stakeholders</li></ul>	<ul style="list-style-type: none"><li>• Sectors need to use M&amp;E as a tool for ensuring efficient and effective implementation of government development programmes.</li><li>• Digitalisation of M&amp;E functions is an important endeavor for the Beninese government.</li></ul>

Country	Best practices and innovations	Challenges and recommendations
Ghana	<ul style="list-style-type: none"> <li>• Government-wide M&amp;E Policy awaiting Cabinet approval (MDAs and MMDAs)</li> <li>• M&amp;E Starter-Pack Manual in operation for use by all public institutions</li> <li>• Performance tracker to be launched 27 March 2024</li> <li>• Coordination of government-wide M&amp;E system shared by NDPC, Office of the President and Ministry of Finance</li> <li>• Interface between these coordinating institutions with sectors and MMDAs is key in institutionalizing M&amp;E function.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need for monitoring and evaluation reports to help curb public sector corruption.</li> </ul>

Country	Best practices and innovations	Challenges and recommendations
Kenya	<ul style="list-style-type: none"> <li>• Kenya has devolved M&amp;E system: national integrated M&amp;E system and Country integrated M&amp;E system.</li> <li>• M&amp;E system therefore relevant to the devolved nature of public administration in Kenya.</li> <li>• National and County Medium-term development goals routinely produced with output, outcome and impact indicators.</li> <li>• M&amp;E policy adopted 2022</li> <li>• Kenya National Evaluation Weeks (conferences) used to be a platform for MDAs and their political and administrative leadership to present their progress reports vis-à-vis their policies and programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for M&amp;E policy to be more prescriptive on budget allocation for evaluations.</li> <li>• Monitoring and evaluation reports need to be disseminated through popular communication channels in Kenya, such as radio (70% saturation among the population).</li> <li>• Need for evaluations to be published in local languages for citizen discernment.</li> <li>• Formal M&amp;E training courses should be pitched at all levels (undergraduate, graduate and short-course levels).</li> <li>• Monitoring and evaluation reports should be published whether they contain positive or negative findings/results.</li> </ul>

Country	Best practices and innovations	Challenges and recommendations
<b>Niger</b>	<ul style="list-style-type: none"> <li>• National Evaluation Policy adopted 2019</li> <li>• Coordination of Niger M&amp;E functions shared by High Commission for the Modernisation of the State (HCME), Centre for Public Policy Evaluation (CAPEG) and Office of the Prime Minister.</li> <li>• Good collaborations with sector Ministries, important for government-wide domestication of M&amp;E functions</li> </ul>	<ul style="list-style-type: none"> <li>• Limited resources for financing M&amp;E functions</li> <li>• Need for M&amp;E tools to guide the processes of planning, undertaking and using M&amp;E information at national level and in the 255 districts of Niger.</li> <li>• Need to build political support for evaluation and evaluation results across government.</li> <li>• Need to digitalise M&amp;E activities and sharing across government.</li> </ul>

Country	Best practices and innovations	Challenges and recommendations
South Africa	<ul style="list-style-type: none"> <li>• M&amp;E and National Evaluation Policies (2007, 2011 and 2019) adopted</li> <li>• Public universities and National School of Government offer formal qualifications and short-courses in M&amp;E</li> <li>• Public institutions partner with evaluation capacity development institutes to strengthen national evaluation system</li> </ul>	<ul style="list-style-type: none"> <li>• National and subnational government need to collaborate and engage more in the processes of development planning and M&amp;E institutionalisation</li> <li>• M&amp;E evidence needs to improve influence in planning and budgeting processes</li> </ul>

Country	Best practices and innovations	Challenges and recommendations
Uganda	<ul style="list-style-type: none"> <li>• Constitution empowers Office of the Prime Minister to effectively coordinate the M&amp;E system</li> <li>• Public sector M&amp;E policy implemented since 2013</li> <li>• There is an M&amp;E capacity building plan for all of government</li> <li>• M&amp;E Plans of each 5-year national development plan promote a culture of M&amp;E</li> <li>• Programme-based Budgeting therefore promotes the integration of M&amp;E evidence in the budget formulation process.</li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E capacities of Ministries, Departments and Agencies need to be improved</li> <li>• Limited use of evaluation findings is a key challenge that all public institutions need to work on.</li> <li>• Lack of reliable data on performance indicators of national development plan programmes is a key challenge</li> <li>• Interventions such as data collection and analysis capacity development are needed</li> <li>• Scale up use of information and communication technologies (ICTs) in government M&amp;E activities.</li> </ul>

# Strategy on institutionalizing M&E across public institutions

- Strategy is constituted by three (3) parts:
  1. How governments should *facilitate effective intergovernmental relations and cooperation* in institutionalizing M&E evidence production and use
  2. What an ideal and effective government-wide M&E system looks like and **how** to get there
  3. How to facilitate **greater citizen participation** in M&E activities at national, regional and local levels of government



# 1) How governments should facilitate effective intergovernmental relations and cooperation in institutionalizing M&E evidence production and use



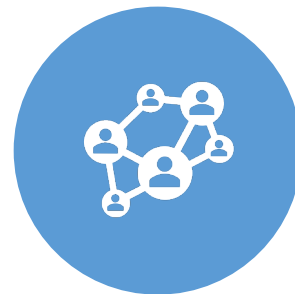
Public administration frameworks/legislation should be the basis from which performance monitoring and evaluation policies are formulated.



M&E roles and responsibilities for all public institutions should reflect existing public administration legislation such as the Constitution and public service Acts and regulations.



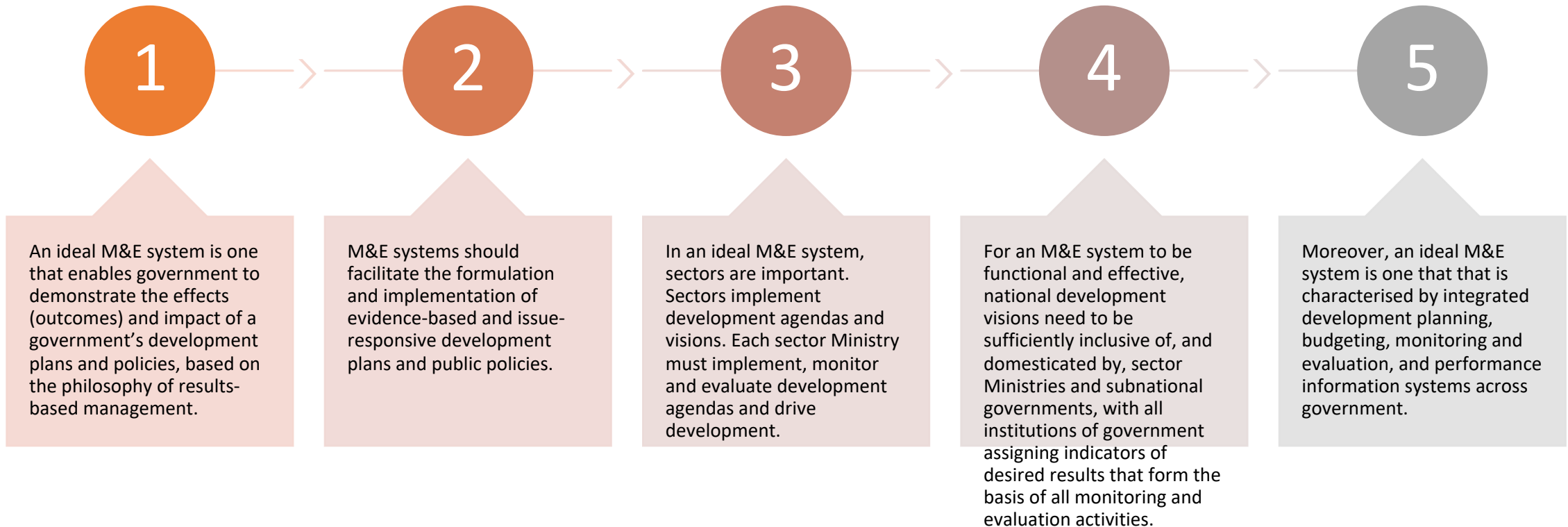
Intergovernmental approach to development planning should facilitate intergovernmental monitoring, evaluation and learning regarding the status of attainment of national development targets



This creates a harmonized M&E system whose constitutive parts work together

- Each national development plan or vision should be accompanied by a monitoring and evaluation plan, co-developed by national and subnational public institutions.
- National M&E conferences should then be constituted by an agenda that provides space for national and subnational public institutions to report on progress regarding national, sector and subnational development plans

## 2) What an ideal and effective government-wide M&E system looks like and how to get there





The monitoring and evaluation function across public institutions needs to be able to curb corruption, the latter being a key inhibitor of effective implementation of government interventions.



M&E products (reports, briefing and learning notes, policy briefs etc.) should result in innovation in public policymaking, including informing the proposal of new policies and the termination of underperforming ones.



M&E reports, briefs and action plans should contribute to the resolution of societal problems. To achieve this impact, M&E products should be tailored to the needs of senior bureaucrats and political principals alike, ensuring that M&E information is utilized by senior managers and politicians in the respective decision-making and deliberative institutions and structures they serve.




An ideal M&E system should enable more public voices in the process of undertaking both monitoring and evaluation.




This means that M&E reports should be informed by the general public's aggregate assessment of the performance of public policies and service delivery.

The dissemination of monitoring and evaluation reports to the general public can also empower citizens to participate in government agenda-setting from an informed and evidence-based foundation.




The ideal M&E system is strengthened by the existence of M&E frameworks (M&E policy, M&E legislation and M&E plans).



Technocrats need to be champions of M&E evidence production, dissemination and use.

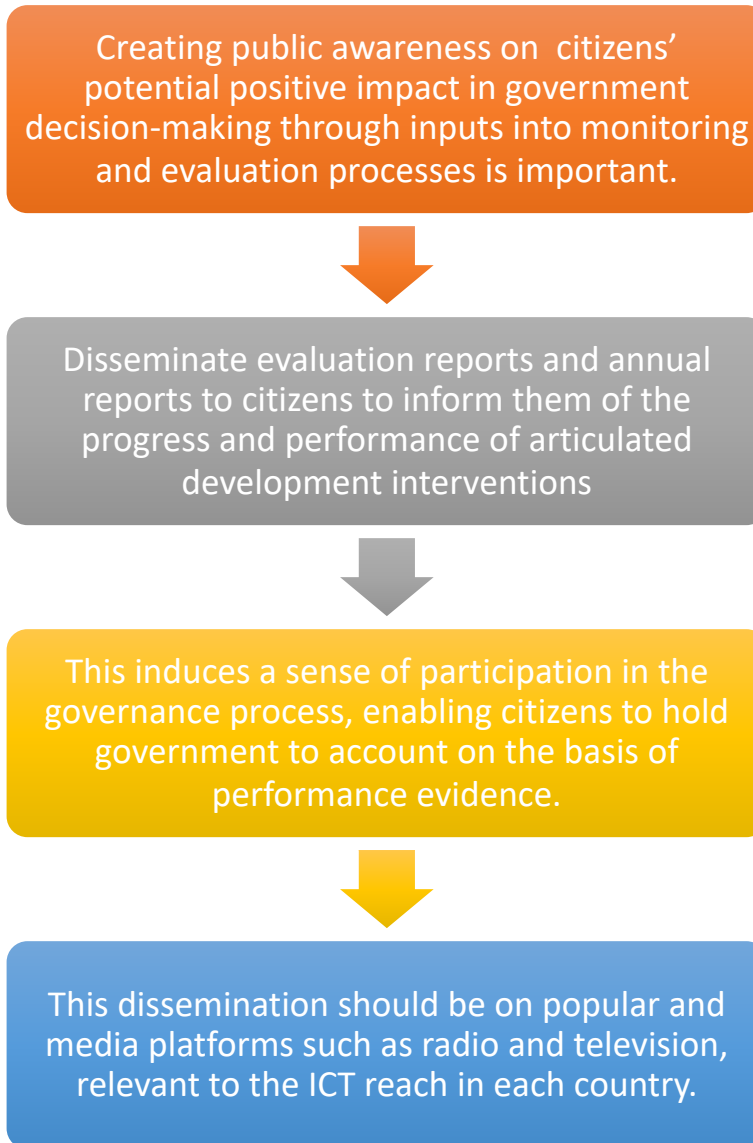


The capacities of public servants with M&E functions need to be strengthened on a continuous basis, inclusive of qualifications, short-courses, conferencing, learning activities (webinars, seminars) and international study tours.



there is need for the digitalization of M&E activities, including digital dissemination of reports, management responses and action plans.

### 3) How to facilitate greater citizen participation in M&E activities at national, regional and local levels of government





Indigenize the language of M&E reports such that they are understandable to all population groups as the reports are of national interest.



The use of local languages during evaluations and monitoring exercises is also critical to amplifying public voices in the planning, public policy and service delivery processes.



**Community forums** should be an avenue where public policy and service delivery performance reports are disseminated and engaged by citizens, and where **recommendations** can be made by the people who are meant to benefit from development plans, visions, public policies and service delivery.



## End: Q&A

- Merci tout la mond